



GOVERNORS'  
INSTITUTE  
on community design

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**Recovery and Resilience  
the Vermont Way**

**MEMO**

Submitted to Governor Peter Shumlin

At the request of Governor Shumlin, the Governors' Institute on Community Design (GICD) came to Vermont in December to support the State's efforts to recover from Tropical Storm Irene and prepare for a more resilient future. The administration recognized the need to recover and rebuild in a way that creates more disaster-resistant communities and a more resilient economy. This memo provides recommendations to advance these goals and is based on discussions with state agency leaders, public and private sector representatives, and the GICD disaster recovery expert team. This memo also includes models and successful examples from other state recovery efforts, with links to additional information where available.

Vermont is a place of strong, self-reliant individuals, businesses, and state leaders. In the immediate crisis of the recovery from Tropical Storm Irene, state and local leaders, non-profits, and the private sector banded together to answer the needs of stranded citizens across the State. Public-private partnerships quickly rebuilt temporary roads to connect towns for emergency needs, volunteers helped to clear out homes in flooded towns, and struggling businesses joined together to leverage their resources.

The state will be well served by selecting thoughtful actions to increase this self-reliance and reduce the incidence of personal and economic disaster even in the face of more frequent flooding. As the state comes out of short-term emergency actions and looks at longer-term recovery, four core needs are clear.

- The State and local governments need to finish rebuilding core infrastructure and permanently rebuild temporary roads and bridges in ways that improve communities and ensure future resilience.
- State agencies should begin to look ahead and determine steps to reduce the impacts of flooding and erosion in the face of an increase in the number and severity of natural hazards due to climate change.
- Major actions should support short- and long-term economic resiliency and should not create a situation where the State will have to pay each time to make the same repairs after each disaster.
- Governor Shumlin should take administrative action to maintain the functions of the Irene Recovery Officer tasked with overseeing the state's disaster prevention and resilience efforts.

Vermont has the staff capacity to achieve these outcomes through additional work with the state legislature, non-profit and private sector leaders, and local governments. Vermont is positioned to build on models created in other states during their disaster recovery efforts, but to do it in a “Vermont way.”

In these tight fiscal times, Vermont and its municipalities need to think carefully about which programs and actions best utilize limited resources. Each dollar spent should provide multiple benefits to communities and the State. For instance, existing state spending on programs, grants and contracts could be reviewed to see if it helps to 1) rebuild from disaster, 2) reduce the personal and fiscal impact of future storms, and 3) strengthen Vermont’s economy. Vermont is receiving funds from FEMA and special appropriations from Congress to help recover from this disaster. State philanthropic entities and businesses are offering funds and other resources. These assets are an opportunity for the State to invest in long-term recovery and lasting resiliency.

The recommendations below are a starting point for a discussion about priorities to increase resilience. The top four actions recommended from the GICD workshop are as follows.

Recommendation 1. Take administrative and legislative action within the next one to two months to maintain a senior state position charged with coordinating long-term recovery efforts and needed changes to improve resiliency and facilitate disaster mitigation for as long as that position is required. This position should have two primary tasks:

- coordinating the State’s long-term recovery efforts, and
- assisting the efforts of local governments, private entities, and non-profits.

Recommendation 2. Use existing funding sources to create tools for recovery efforts and create incentives for local municipalities to reduce the impacts of future natural hazards. These efforts should focus on two main areas of action:

- using existing state funding for recovery and consider adopting innovative models from other states, and
- establishing state policies and incentives to reduce construction in floodplains and to buy out target locations in flood prone areas.

Recommendation 3. Communicate Vermont’s recovery success stories to citizens and the wider media audience, establishing a clear vision of what success looks like and clearly articulating requests for help that are still needed. Vermont’s communications efforts should focus on two main areas:

- creating a common vision, or a common “lens”, for all recovery and resiliency efforts, and
- establishing clear information sharing between the state and local leaders to ensure sufficient assistance is provided.

Recommendation 4. Provide technical assistance and training to Vermonters. Citizens, non-profit leaders, businesses, local municipality, and RPC/RDC staff need additional training to:

- continue direct technical assistance for immediate needs in the short-term recovery, and
- increase capacity to respond to future disasters.

## Recommendations

The following recommendations are the outcome of a two-day workshop held December 12-13, 2011 in Burlington, attended by state, non-profit, and private leaders and the GICD disaster recovery experts. GICD staff also reached out and interviewed several key state, municipal, non-profit and private sector stakeholders in preparation for the workshop. The intent of these recommendations is to provide Vermont with an overview of the most important next steps to continue the State's recovery and prepare for long-term resiliency. Models or examples from other states are noted where available to help Vermont quickly move forward in 2012.

### **Recommendation 1. Take administrative and legislative action within the next one to two months to maintain a senior state position charged with coordinating long-term recovery efforts and needed changes to improve resiliency and facilitate disaster mitigation.**

#### **1.A Coordinate state efforts in the long-term recovery**

This position should build on the successful cross-agency collaboration and coordination of the Irene Recovery Officer, and focus on continued recovery, improving disaster and economic resiliency, and state policy change. The state Division of Emergency Management should retain responsibility for immediate response in disaster, but long-term recovery actions need a broader reach into all state agencies and external partnerships.

Responsibilities for the position at the state level should include:

1. Coordinate the State's local response to ongoing and long-term recovery within Vermont's communities. The position should have a focus on all state activities supporting local redevelopment and coordinate the state clearinghouse for all types of support available to recovering communities, farms and businesses. The recovery lead should report directly to the Governor and have access to all agency secretaries and other senior officials to ensure coordination of state work.
2. Evaluate the potential to utilize existing state programs to fill remaining recovery needs. For instance:
  - Coordinate the use of existing and disaster Community Development Block Grant (CDBG) and the Hazard Mitigation Grant Program (HMGP) funds. This effort should also reach out to the network of affordable housing providers as they provide counseling and financing programs as well as the Vermont Housing and Conservation Board as their money might also assist these efforts. This program may be modeled on the North Carolina program that provides funding to people who need to move out of dangerous locations that continue to flood. For instance, the North Carolina State Acquisition and Relocation Fund provides additional funding to supplement the Hazard Mitigation Grant Program (which only offers pre-disaster fair market value to purchase a home) and provides housing counselors to walk those affected through varied grant, loan and non-profit assistance programs.

<http://www.nccrimecontrol.org/index2.cfm?a=000003,000010,001623>

- Use existing state funds from Vermont Economic Development Authority (VEDA), the Downtown Tax Credit and agricultural business funds to establish a Business Resiliency Fund. This program may be modeled on Iowa's JumpStart program that provides capital costs to businesses recovering from disaster, supports product movement, and connects businesses to markets when usual routes are closed.
3. Begin a state agency resiliency audit. The recovery officer should continue to work across state agencies to audit lessons learned from the immediate disaster response and review current state policies to reduce the impact of future natural hazards.

Note: Each of these programs may require redirecting funding in the short-term but save much larger sums in the long-term. Vermont may be able to create targeted programs, at lower costs, to help households and businesses most in need. Existing funds from community development block grants, state economic development programs, and philanthropic entities may be used. The audit can be conducted by existing staff within each agency, but will require a directive from the Governor and a lead staff member to oversee its implementation. Additionally, be sure to have a clear understanding of FEMA, HUD, and SBA rules so that citizens do not end up having to pay money back from their reconstruction efforts. This is an easy trap to fall into as the State tries to assist people. The GICD disaster recovery experts stressed this point extensively.

#### **1.B Assist local governments, private entities, and non-profits**

The recovery officer should lead efforts to build local capacity in order to better apply the state and federal resources delivered post-disaster and build local pre-event capacity in preparation for the next disaster event in Vermont.

This assistance should include the following.

1. Provide a single point of contact in the state recovery effort for all local governments, regional planning/development commissions (RPC/RDCs), and private and public sector leaders regarding ongoing recovery needs. This helps to coordinate all information coming out of the state and create a focus for the recovery.
2. Create a single voice from the State on recovery and streamline communications. Establish a web page and email alert system for all citizens. This system can use email technology that allows people to opt into all the detailed emails or into daily digests of information. The key is to provide extensive details and allow people to opt in or out.
3. Develop a resource tracking system for all offers of volunteer assistance, state and federal grants, loans available, and trainings offered. A one-stop shop will allow those still in need to find help quickly and those offering help to understand how they can support state and local recovery efforts.

Additional considerations for this effort are included in Appendix A. One model for this type of office is the Rebuild Iowa Office (RIO), which was founded in the aftermath of widespread flooding there in 2008.

RIO Resource:

- House File 64 establishing RIO (<http://coolice.legis.state.ia.us/Cool-ICE/default.asp?category=billinfo&Service=Billbook&hbill=HF64&menu=text&ga=83>)

Note: Consider the best method to establish this position in order to ensure its long-term support and viability. The effort may begin as one or two employees in the Governor's office with a small budget. Many of the actions could be completed by existing agencies. The administration should immediately consider the funding source and location of the long-term recovery office in the Governor's office, as a sub-cabinet or as a different structure.

**Recommendation 2. Use existing funding sources to create tools to fund recovery efforts and create incentives for local municipalities to reduce the impacts of future natural hazards.**

Focus on two main areas of action: (A) use existing state funding for recovery and consider adopting innovative models from other states, and (B) establish state policies and incentives to reduce building in floodplains and to buy out target locations in flood prone areas.

**2.A Use existing state funding for recovery and consider adopting innovative models from other states**

In times of recovery, states such as North Carolina and Iowa used FEMA funds in unexpected ways. It will be key for Vermont staff to understand the full extent of possible uses of federal funds and to find ways to adapt existing state funds for recovery purposes.

The following funding mechanisms should be considered.

1. Use the Hazard Mitigation Grant Program (HMGP) to fund recovery staff, local planning and review of upstream conditions. Vermont can use seven percent of HMGP funds to support local planning initiatives. The HMGP administrative funds can be used to hire state staff for recovery. Together, these are key to developing state and local priorities that best address resiliency needs. Plans should address which areas need to be better protected from future floods and which areas should be targeted for buyouts. Possible actions include elevating key structures, flood proofing downtown business districts, buyout of edge development in floodplains, protecting key agricultural lands, and moving key services to flood-safe locations. More information about North Carolina's use of these funds to update plans is available at: <http://www.nccrimecontrol.org/Index2.cfm?a=000003,000010,001623,000177,002108,002113>
2. Use community development block grant (CDBG) funds to further support recovery efforts. These funds should be directly coordinated with the HMGP funds and used to develop a clear hazard mitigation strategy, and/or fund a housing buyout program (as noted above).
3. Create state assistance grants for repetitive loss properties, and consider targeting them for buyouts or elevating the structures. Make sure to coordinate eligibility of each assistance program to maximize the use of available funding, i.e. some properties may be eligible for multiple grants. Coordinate grants from one central source. This may be funded out of existing CDBG funds, state agricultural funds, or HMGP.
4. Maximize the use of Public Assistance "406" funds that incorporate hazard mitigation into reconstruction of vulnerable roads, bridges, sewer lines and public buildings. The State may be allowed to use the money to construct new facilities that are more resilient, but to do so will likely require focused conversations with FEMA and a benefit-cost analysis. The State may also need to explain the benefits of this approach to local recipients, as it takes more time to implement compared to rebuilding infrastructure and public buildings to their less resilient pre-event condition.

5. Consider creating a state bond issuance to fund recovery. A Vermont bonding effort could be based on citizens-helping-citizens bond initiatives. Iowa created a \$200 million bond to fund its buyout and business recovery programs.

See the Iowa enabling legislation at: <http://coolice.legis.state.ia.us/Cool-ICE/default.asp?category=billinfo&service=billbook&GA=83&hbill=SF376>

Note: Prepare carefully for the timing of different grant programs to make sure that they can build off each other, not eliminate the availability of support. For example, the State may want to research the state bond suggestion after HMGP and CDBG funds have been granted and there is a full understanding of the remaining recovery needs.

## **2.B Establish state policies and incentives to reduce building in floodplains and to buy out target locations in flood prone areas**

Vermont needs to undertake a statewide evaluation of land use, transportation and hazardous locations to create a balanced, practical approach to river management and flooding. The evaluation needs to address 1) the reality that historic villages are often located in vulnerable places that may need protection, 2) the need to prevent future development in floodplains, and 3) the role of agriculture in Vermont's economy.

The GICD recommends the consideration of a number of updates to state policies to reduce flooding of homes and businesses, including farmland. Note that these recommendations must be reviewed in the Vermont context and recovery lens.

1. Take over the detailed floodplain-mapping role from FEMA, including updates to include erosion risk in the mapping. Provide the detailed maps in GIS to the RPC/RDCs for local use. North Carolina took on this role: <http://www.ncfloodmaps.com/about.htm>
2. Create a buyout program to remove housing from more vulnerable lands and work with each community to keep the affected households in the same tax base area.
3. Consider working with municipalities to understand the benefit of putting a temporary moratorium on building permits in the floodplain. This provides communities with the time to deliberate, plan for recovery, and avoid rebuilding to pre-event conditions that led to the disaster in the first place.
4. Review Vermont's discretionary funds across all agencies and add criteria that promote reduction of development in floodplains. Use the power of state funding to create incentives for local municipalities to prevent new development in floodplains and to restore vegetated buffers in undeveloped floodplains while still protecting the agricultural economy. This program could be linked to a statewide rating system that reviews each municipality's actions. Massachusetts, Maryland and Pennsylvania use statewide rating systems and could be used as models. For more information about scorecards and examples from other states, see: <http://www.epa.gov/dced/scorecards/index.htm>



5. Audit Vermont agencies and programs to assess how existing state policies discourage or create incentives for development in the floodplain. Modify state policies where necessary to avoid conflicting policies and/or alter those that encourage hazardous development. Link positive local actions to increases in state funding. For instance, priority for state transportation, water and sewer infrastructure, and economic development funds can be linked to local hazard mitigation plans, designation of protected downtowns, and critical agricultural assets.
6. Reassess all existing state and local hazard mitigation plans. Local plans should all include an assessment of flood hazard vulnerability. Review all existing land use and transportation plans for mitigation opportunities.
7. Work with RPC/RDC's to support development in safe locations, such as within existing communities, and support local zoning changes to prevent new development in floodplains. Conduct new analysis of level of risk to development and agricultural lands where necessary, and base it on hazard risk reduction. RPC/RDC's working with local municipalities may be able to use HMGP funds (see above) to update hazard mitigation plans and write HMGP grant applications for municipalities.
8. Consider updating Local Flood Damage Prevention Ordinance standards following the recovery period.
9. Conduct an analysis of total cost of recovery. Monitor changes in land use and mitigation efforts to inform a study of losses avoided after the next disaster. Show the cost savings of state and local mitigation efforts.

Resources :

- North Carolina Division of Emergency Management. 1999. Hazard Mitigation Successes in the State of North Carolina: <http://www.p2pays.org/ref/24/23234.pdf>
- North Carolina Division of Emergency Management. 1999. Getting to Open Space: Alternatives to Demolition and Options for Land Use: <http://www.p2pays.org/ref/14/13616.pdf>

**Recommendation 3. Communicate Vermont's recovery success stories to citizens and the wider media audience, establishing a clear vision of what success looks like and clearly articulating requests for help that is still needed.**

Vermont's communications efforts should focus on two main areas: Create a common vision, or a common "lens", for all recovery and resiliency efforts, and (B) establish clear information sharing between state and local leaders. These communications efforts can maximize the benefits of recovery spending by focusing them on common goals to improve the efficiency of disaster response in the future by establishing pathways for information sharing.

**3.A Articulate a common vision for all Vermont recovery and resiliency programs.**

A common lens, common goals, or "vision" in state and local disaster recovery plans, is key for coordinated and focused state action.

A common lens can be applied to the recovery in a number of ways:

1. Create common goals for all agencies to use in changing policies, conducting audits, or picking immediate actions to build resiliency into state programs.
2. Use the common lens as review criteria for state funding decisions and state grants to local municipalities, and as a framework for communicating with the state legislature.
3. Share the common goals with citizens through state and local discussions regarding recovery led by the Department of Economic, Housing and Community Development in the State's Community Recovery Partnership.

The GICD worked with Vermont state agency leaders to begin to brainstorm ideas for a common lens on recovery. These ideas are provided in Appendix B for future discussions.

**3.B Establish clear information-sharing protocols between state and local leaders, and between Vermont and the rest of the region and nation.**

Information is the cornerstone of all recovery efforts. It is also a key element in preparing for the next disaster and measuring the state's success in mitigating the impact of future floods.

Vermont needs to update its information sharing capacity, and continue to build upon successful marketing efforts. The GICD recommends the following steps:

1. Create an information feedback loop from state agencies to RPC/RDC's to the local municipalities and back in order have a clear understanding of remaining recovery needs. Consider online tools that allow anyone to post information, and simple tools such as a call center to monitor local needs.
2. Create an information sharing system across agencies to clearly monitor what help is being provided by the State and which individuals or businesses have received assistance. An online case management tool will allow state agencies to measure success and timeliness of assistance to Vermonters from start to finish.

3. Share new data and updates about flood maps and funding availability with individuals, businesses, and state non-profits through the one-stop shop created by the State. Market this information aggressively to municipalities.
4. Expand cell phone coverage to isolated areas immediately. This may require legislative action or funding, but should be treated with urgency given the level of isolation in many communities in the aftermath of the floods. In the meantime, designate a means of emergency communication for future disasters.
5. Expand the marketing plan for Vermont to emphasize to the region and nation that Vermont is open for business. Leverage traditional shopping and tourism seasons. This marketing can focus on a number of facets of Vermont's needs this year, including fundraising (communities need donations to continue recovery) and tourism in historic towns, covered bridges, and ski resorts. In the short-term, Vermont needs to make sure that New England and the nation know that Vermont still needs help. The media is covering Vermont's success, but the State would benefit from a clear statement that there is much left to do.

**Recommendation 4. Provide technical assistance and training to Vermonters.** Local citizens, non-profit leaders, businesses, local municipalities, and RPC/RDC staff need additional training to: (A) continue to provide direct assistance for immediate needs in the short-term recovery and (B) increase the State's capacity to respond to future disasters.

#### **4.A Provide direct technical assistance for immediate recovery needs.**

Local staff, business owners, and individuals involved in recovery efforts need detailed training programs to assist with recovery, restoration and disaster plans. The programs can:

1. Provide models and examples of high quality local disaster plans to support small towns as they develop their own required disaster plans to access FEMA funds. Vermont may also provide assistance to draft these plans by assigning state staff to work directly with target municipalities.

Sample local hazard mitigation and disaster plans from North Carolina are available at:

<http://www.nccrimecontrol.org/Index2.cfm?a=000003,000010,001623,000177,002107,002112>

Sample long-term community recovery plans from Iowa are available at:

<http://www.iowaeconomicdevelopment.com/jumpstart/default.aspx>

Specific long-term community recovery plans from Iowa are available at:

Waverly

<http://city.waverlyia.com/docs/Waverly Long Term Recovery Strategy low resolution.pdf>

Cedar Rapids

<http://www.cedar-rapids.org/city-news/flood-recovery-progress/floodrecoveryplans/pages/recovery-and-reinvestment-plan.aspx>

2. Provide a model rebuilding ordinance and model repair plan. RPC/RDC staff can receive training on these models and then work with town staff and volunteers to support local adoption of these plans. For an example model recovery ordinance, see Ken Topping's "Model Recovery and Reconstruction Ordinance," included in the American Planning Association's Planning for Post-Disaster Recovery and Reconstruction in Chapter 5, available at:  
<http://www.planning.org/katrina/pdf/PAS483Ch5.pdf>
3. Evaluate the condition of historic buildings using an assessment model. Local volunteers can receive training on the assessment tool and then disperse to towns with damaged historic buildings to provide a detailed review. This can help protect important historic structures from unnecessary demolition and ensure that FEMA provides sufficient funds for reconstruction. For a sample damage assessment tool, see: <http://ncptt.nps.gov/damage-assessment-tools/>

#### **4.B Create trainings to increase capacity to respond to future disasters.**

Vermont is likely to encounter an increased incidence of flooding in the future. Training key state and local government staff, private sector and nonprofit leaders and volunteers will be crucial to respond to the harmful effects of future floods and meet immediate recovery needs. Vermont should partner with external entities to:

1. Create a training program for local emergency management staff, financial officers, economic development officials, and town administrators on grant writing and administration for HMGP. Some states have had success in quickly applying for Hazard Mitigation Grant funds by developing ready-to-go applications that can be quickly tailored in the event of disasters. For example, some communities in North Carolina drafted applications between floods, enabling them to submit grant requests quickly following the next disaster.
2. Provide trainings to RPC/RDC staff on disaster recovery grant writing, mitigation techniques, hazard mitigation plan updates, and the role of land use and transportation in mitigation. This training should also discuss methods to use Act 250 and its criteria as a way to review land use changes for mitigation.
3. Institute a training program for state staff to understand model recovery plans from other states. This will help each agency prepare to respond to the next disaster and understand key steps for long-term resiliency. See Mississippi's post-Hurricane Katrina recovery plan as an example:  
<http://www.governorbarbour.com/recovery/links/documents/FinalReport.pdf>
4. Build relationships with Vermont or New England universities or local non-profits that can provide these trainings and others. These trainers may also be key first responders for the next flood.

Additional details can be provided on these models and other resources available to Vermont during this time of recovery. Please contact the GICD for any further information.

## Appendix A: Additional Considerations for State Recovery and Resiliency Entity

Other issues to consider as the State maintains an Irene Recovery Officer position focused on recovery and resiliency:

1. Select specific roles for the position. The success of this effort, if it is to continue past initial recovery and to ensure legislative support lasting beyond any single gubernatorial administration, will depend on focused outcomes and measures of success. Determine the office's relationship to the Division of Emergency Management from the start.
2. Create a scalable staff model.
  - North Carolina's Office of Recovery grows and shrinks depending on the incidence of disasters. The Vermont model may benefit from having a core team of two to three people with direct access to Governor Shumlin, and the capacity to pull senior staff from each agency depending on the immediate need. Iowa also established a flexible, scalable staff model to prepare for and respond to disasters following the 2008 floods. For a description of this structure, view the Rebuild Iowa Office's Iowa Disaster Recovery Framework, [http://publications.iowa.gov/10060/1/2010-11-16\\_Iowa\\_Disaster\\_Recovery\\_Framework.pdf](http://publications.iowa.gov/10060/1/2010-11-16_Iowa_Disaster_Recovery_Framework.pdf)
  - The agency staff tasked to the recovery office should have decision-making authority and access to the agency secretaries, deputy secretaries and commissioners.
  - The State should also consider including representatives in this office from the non-profit and private sectors during periods of recovery.
  - Staff can be trained at the state level and then housed in the RPC/RDC's to write and implement recovery grants, and assist communities with the writing and implementation of local recovery plans that are linked to existing land use plans.
  - Staff can be relocated to towns for short periods to help them with immediate capacity needs to draft hazard mitigation plans and consider land use and transportation changes. The Rebuild Iowa Office sent community liaisons out into towns to provide this type of direct support. For details about the Rebuild Iowa Office, see the Office's Iowa Disaster Recovery Framework, [http://publications.iowa.gov/10060/1/2010-11-16\\_Iowa\\_Disaster\\_Recovery\\_Framework.pdf](http://publications.iowa.gov/10060/1/2010-11-16_Iowa_Disaster_Recovery_Framework.pdf)
  - Vermont may be eligible for members of the federal Presidential Management Fellows program to rotate into Vermont state government for six-month periods to help with immediate staffing needs in 2012. (See <http://www.pmf.gov/>)
3. Become the institutional memory for the State in the face of disaster recovery. Create a protocol to draft memos from each agency on immediate post-disaster actions for the next incident. Retain all plans and models within this office, and report on measures of success to reduce the impact of disasters on Vermont's citizens and economy.
4. Be the lead voice to the state legislature to codify needed recovery programs into state law.
  - The office should provide extensive information about the cost of disaster recovery and the fiscal benefits of any legislative change to support hazard mitigation.

- Couple requests to the legislature with the best available data to more effectively state the needs that are not being met by federal programs. Show how these requests will support long-term economic resiliency and link requests to existing state programs and policies.
5. Encourage a bipartisan commission from the state legislature to focus on recovery needs. Insist that legislators from both flooded and non-flooded regions serve on the commission to ensure its longevity of support. Work closely with private and public sector to show support for this office.
  6. Partner with non-traditional partners in future disasters. Continue to build upon partnerships with the ski areas and other state businesses.
  7. Consider approaching FEMA about Vermont becoming a pilot to test their new disaster recovery framework. This close work with FEMA on the pilot program may bring some additional resources and staff support.
  8. Review state-wide performance measurement tool such as Maryland StateStat as a method to review the State's success to become more resilient. See more information about this model at: <http://www.statestat.maryland.gov/>

## Appendix B: Ideas for a Common Lens on Recovery

The expert team recommended that the State select a short list of goals/ideals for Vermont's recovery and use them in different ways to focus policy choices for long-term resiliency.

Ideas were generated with the state secretaries, deputy secretaries, and commissioners during the first day of the workshop in Burlington, VT.

- Vibrant downtowns
- Healthy forest, rivers and streams
- Productive working landscapes
- Healthy economy
- Safety from disaster
- Stronger than VT was before
- Fiscal responsibility
- Recognize the distress of individuals
- Support individual resiliency and the power of helping each other
- Strong Vermont connections
- Informed citizens
- Participatory tradition of Vermont
- Self reliance means less vulnerability to disaster
- Community strong
- Increase local capacity
- Safe growth
- Preserve historic and cultural resources
- Respecting the trauma and the mental health of citizens
- Vermont as an innovator and leader